DOCUMENT RESUME

ED 392 887 CE 070 886

AUTHOR Hatcher, Timothy; And Others
TITLE Employee Retention at ABC & Co. Northwest Arkansas. Research Findings.
INSTITUTION Arkansas Univ., Fayetteville. Dept. of Vocational and Adult Education.
PUB DATE 95
NOTE 94p.
PUB TYPE Reports - Research/Technical (143)

EDRS PRICE MF01/PC04 Plus Postage.
DESCRIPTORS Adults; *Employer Employee Relationship; Employment Practices; Labor Needs; *Labor Turnover; *Manufacturing; Semiskilled Workers
IDENTIFIERS *Arkansas (Northwest)

ABSTRACT

A 7-month research project was conducted by graduate students at a garment manufacturing plant in Fayetteville, Arkansas, to gain information about high employee turnover. Information also was gathered about the employment situation in northwest Arkansas in general, union-labor relationships, and how other companies handled turnover. Data were gathered through external reports and interviews with current and former employees. Some of the findings of the study were the following: (1) northwest Arkansas has a large population of male Hispanics; (2) the employee retention issues are being faced by many industries in the area due primarily to the low unemployment rate; (3) the plant in question has hourly pay and benefits in line with other companies; (4) many of the activities in the plant in question were team based rather than individual; and (5) turnover amounted to about 84% per year in the plant studied. The study concluded that turnover usually occurred during the first 21 weeks of employment. Several general issues possibly contributed to poor retention, including supervision, training, socialization, and employee recruitment. (Ten appendixes, which make up the bulk of the document, include the partnership agreement between the company and the university supplying researchers, and forms used in the study and for the presentation to the company.) (KC)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED 392 887

Employee Retention
at
A B C & CO.
Northwest Arkansas

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
☑ This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
T Hatcher, Skettle
B Holt, K Brooks
E Crutchfield
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

Research Findings:

The Department of Vocational and Adult Education
University of Arkansas, Fayetteville, Arkansas

Presented By
The Human Resource Development Applied Research Team
Timothy Hatcher, Ed.D/Assistant Professor
Kit Barry-Brooks, Elaine Crutchfield, Brandi Holt, Sandy Kettle

BEST COPY AVAILABLE

CE 070 886

Employee Retention at A B C & CO. in Fayetteville, Arkansas

Table of Contents

Section Number	Contents			Page
1.	Abstract			3
2.	Confidentiality Statement			4
3.	Introduction			5
4.	Investigative Methods			5
5.	Statistical Analysis			10
6.	Evaluation			10
7.	Summary			11
8.	What's Next?			11
9.	Appendices			
	1.	Appendix A	Partnership Agreement	13
	2.	Appendix B	References	17
	3.	Appendix C	Exit Questionnaire Summary Responses	18
	4.	Appendix D	Team Production Data Summary	21
	5.	Appendix E	Informed Consent Form	23
	6.	Appendix F	Interview Questionnaire	25
	7.	Appendix G	Example of Color Slides	32
	8.	Appendix H	Formal Slide Presentation	35
	9.	Appendix I	Presentation Handouts	77
	10.	Appendix J	Evaluation Form	92
10.	Graphs			
	1.	Workforce Ethnicity Percentages		42
	2.	Current Employees Ethnic/Gender Percentages		43
	3.	Former Employees Ethnic/Gender Percentages		43
	4.	Tenure of Current Employees		44
	5.	Tenure of Former Employees		45
	6.	Tenure of Former Employees Employed One Year or Less		45
	7.	Percent of Turnover by Line		46
	8.	Hourly Pay		54

©University of Arkansas, 1995

Abstract

This following information represents the processes of field-research. The project that is described in the following pages involved graduate students conducting workplace research. Due to the proprietary nature of the findings, the name of the company in which the research took place has been changed. The facts and figures however are the bona fide findings of a research project that spanned a seven-month period. Not only is the research process described, but a complete copy of the final presentation that was given to the host organization is included.

©University of Arkansas, 1995

CONFIDENTIALITY STATEMENT

This report was prepared solely for A B C & CO. and no part of this report may be reproduced without the written consent of A B C & CO. The report includes direct quotes and paraphrased responses that were obtained during interviews with various ABC & CO employees. These employees shall remain anonymous in any written or verbal reporting of the project's findings.

©University of Arkansas, 1995

Introduction

In August of 1994, A B C & CO. (A B C & CO.), a unionized garment manufacturing plant in Fayetteville, Arkansas formed a partnership with the Department of Vocational and Adult Education at the University of Arkansas, Fayetteville. Kit Brooks, a former consultant to A B C & CO., facilitated the partnership between A B C & CO.'s Plant Manager, and Dr. Tim Hatcher, Assistant Professor in the Department of Vocational and Adult Education. The A B C & CO. plant in Fayetteville had experienced an high rate of employee turnover. The plant manager felt that this had negatively affected production, efficiency ratios, employee morale, and increased the number of overtime hours worked. This partnership between industry and education generated a proposal that outlined the type of research that would be conducted at A B C & CO. to gain specific information about the turnover issue. A research team was formed using faculty and graduate students from the University's Human Resource Development Program in the Department of Vocational and Adult Education. The research consultation team proposed that a detailed needs assessment was indicated before any long-range goals or possible interventions aimed at retaining greater percentages of employees could be considered. An informal agreement was arranged (See Appendix A) and the team started to work.

Investigative Methods

Step One. The responsibilities of the research team included the determination of proper methods and processes for the needs assessment. The team began with a strategic planning meeting that included the Human Resource Development Manager from A B C & CO. and the University of Arkansas' consultation team. Other members of A B C & CO.'s

©University of Arkansas, 1995

management were invited but were unable to attend due to scheduling conflicts. The inclusion of A B C & CO.'s management was to gain their commitment and input during the project's initial planning stages. The meeting's agenda included establishing the project's overall objectives, determining the scope of the investigation and the needs assessment, and forming a time-line. In summary, the strategic planning meeting produced the following key issues:

- Information gathering and research should include other industries in the Northwest Arkansas area as well as other garment industries (including other A B C & CO. sites).
- The employment situation in Northwest Arkansas should be examined extensively.
- Potential issues involving union and non-union employees might be relevant.
- Confidentiality must be insured for all records examined and all employees interviewed.
- A need to examine how other companies deal with employee retention problems.
- A need to examine the effectiveness and role of A B C & CO.'s orientation program.
- Finally, the roles of the participants were defined and A B C & CO.'s Human Resource Manager offered support in the form of producing the needed employee retention data from A B C & CO.'s database.
- A B C & CO.'s manufacturing plant in Fayetteville produces two different. Plant One (1) produces men's and women's outterwear and Plant Two (2) produces men's trousers. Outterwear production is regarded as more difficult than trouser production, thus requiring a longer training period for those operators. While Plant One (1) and Plant Two (2) are fundamentally different production units, they are housed in the same facility in Fayetteville, Arkansas.

©University of Arkansas, 1995

Step Two. This entailed an extensive search of existing information regarding employee retention from both the theoretical and the practical perspectives. Areas of concentration included, but were not limited to: employee retention, factors associated with employee retention, the garment industry in general, a history of the Fayetteville A B C & CO.'s organization, other industry and employee retention in Northwest Arkansas, and the employment environment in Northwest Arkansas. A bibliography of many of the reports gathered in this investigation can be found in Appendix B. In summary, the following key issues were gathered from these reports:

- Northwest Arkansas has a large population of male Hispanics.
- The employee retention issues are being faced by many industries in the area due primarily to the low unemployment rate. The existence of several manufacturing and food processing industries in the area contributes to this low unemployment rate.

  When A B C & CO.'s hourly pay and benefits are compared with other industries in the area, they are above average:

Starting Pay:		
Northwest Arkansas	**$6.73**	
Arkansas	**$4.63**	
A B C & CO.	**$6.00 - $6.25**	**(without Team Pay)**
Average Maximum Pay:		
Northwest Arkansas	**$8.01**	
Arkansas	**$7.49**	
A B C & CO.	**$8.75**	**(without Team Pay)**
Benefits (Employee Cost):		
Health Insurance:		
Other NWA Industries	**$21/per month Average**	
A B C & CO.	**$0**	

A graph illustrating the above information can be found in the graph on page 55.

©University of Arkansas, 1995

- A B C & CO. had initiated many changes three (3) years prior to the study. Individual pay incentives were changed to team pay, production shifted from piece-rate to team-based output, and supervisors had been replaced by team coordinators.
- There is no clear indication that there is a relationship between turnover and job satisfaction.
- Finally, the successful future of the garment industry lies primarily in the production of quality items that are produced by well-trained workers.

Step Three. The next part of the process began with an intensive evaluation of all pertinent information from A B C & CO.'s Fayetteville plant. It was determined that the study would look at data during the period from July, 1994 through January, 1995. With appropriate measures of confidentiality in place, all available data concerning employee retention were collected. This employee data included the following: tenure, reason for leaving, operation, line assignment, production, ethnicity, and gender. Existing Exit Questionnaire Responses were also examined. Although these 49 exit questionnaires covered a longer period than the other data, they were summarized and included in the analysis of data. (See Appendix C for Summary of Exit Questionnaire Responses). The Assistant to the Human Resource Manager was especially helpful in generating appropriate reports from A B C & CO.'s database. After summarizing and statistically analyzing the data results, a clearer picture of employee retention at A B C & CO. emerged. This Summary by Plant supports the findings that turnover in Plant One and Plant Two were similar. The Summary also supports

©University of Arkansas, 1995

the fact that production in either of the plants did not differ significantly. Appendix D includes a copy of A B C & CO.'s Team Production Data.

Step Four. After analyzing the data, the research team determined that the next step should be a qualitative investigation using interviews to reveal both former and current employees' beliefs and perceptions about A B C & CO. and the employee retention issue. The team developed a comprehensive set of questions with appropriate questions for former employees, current employees, and management. The interview questions were properly validated and deemed reliable based on recognized measurement and evaluation procedures. These procedures included pilot testing the instrument and conducting appropriate readability analysis. Employees representing various levels of the organization were interviewed. These organizational levels included: management, supervision, training staff, current production staff, and former employees. Employees were interviewed by invitation and could decline to participate at any time. Every possible measure was taken to ensure confidentiality of interviewees and interview content. A signed informed consent form was given to each participant. After signing the form, the participant retained a copy and the other was given to the interviewer. (See Appendix E for copy of Informed Consent Form and Appendix F for copy of Interview Questionnaire). All interviews were tape recorded with the written permission of each participant. Some interviews took place at A B C & CO. and some were conducted off the premises. To accommodate their needs during the interview process, participants were given a choice regarding interview place and time. The information gleaned from the interviews served several purposes. It supported the facts that had been revealed by extensive data analysis of demographics, and it revealed other salient issues that could affect

©University of Arkansas, 1995

employee retention at A B C & CO. The combination of a quantitative and qualitative analysis provided a solid profile of employee retention at A B C & CO. and uncovered the factors most relevant to employee turnover. The profile of employee turnover has been detailed in the presentation presented to the company on August 11, 1995 (See Appendix G for examples of the color slides and Appendix H for a copy of the presentation in its entirety.). A copy of the handout that was presented to those attending the meeting is provided in Appendix I.

Statistical Analysis

Providing A B C & CO. with complex statistical data was not the objective of this project, but rather to present the findings to A B C & CO.'s employees in a clear, concise manner. The statistical analysis of all data distilled the information so that it could be presented in a presentation format. ANOVAS, correlation coefficients, and measures of central tendency were performed on all the quantitative data using SPSS for Windows. Factor analysis of the qualitative data identified the common recurring themes that were contained in the interview responses.

Evaluation

Following the presentation to A B C & CO., the participants were asked to complete an evaluation form. Participants rated the information session on appropriateness of content, clarity of presentation, and meeting of expectations. A summary of the evaluations revealed that most responded very favorably to the presentation. The evaluation summary also indicated that the participants would like to continue the research and would be willing to

©University of Arkansas, 1995

assist a University of Arkansas research team in future efforts. A copy of the evaluation form is found in Appendix J.

Summary

The "Profile of Turnover" as indicated by the data analysis revealed several key issues.

- Turnover typically occurs most in Lines 2 and 7.
- Approximately 50% of the former employees were female Caucasians and approximately 50% were male Hispanics.
- Turnover usually occurs during the first 21 weeks after hiring.

It was determined that turnover occurred at a rate of 7% per month or 84% per year. The interviews supported the "Profile of Turnover" and further indicated several general issues that possibly contributed to poor retention. These issues included: communication, management, supervision, and the importance of the first 21 weeks of employment. Issues impacting the first 21 weeks of employment included: supervision, training, socialization, and employee recruitment. The information contained in this summary clearly defines a number of possible topics that could be researched during the second phase of this project. The implications this needs assessment has highlighted indicates the need for additional and extensive research to be conducted at A B C & CO. to better understand the factors contributing to turnover.

What's Next?

A continued working relationship between the research consultation team and A B C & CO. of Fayetteville, Arkansas will be pursued if all parties agree. Direction for research

©University of Arkansas, 1995

topics should be considered and recommended by the Joint Decision Making Committee at A B C & CO. and the members of the research team. The goal of this collaboration would be to develop a strategic plan for what the perceived need is and what the research can realistically accomplish in a given period of time. This in-depth examination of specific areas of interest will be performed as determined through joint efforts by A B C & CO. and the University of Arkansas' consultation team. Based on the outcome of this strategic plan, the partners could consider specific interventions targeted at reducing turnover at A B C & CO. As this report and presentation have shown, turnover is complex and has roots in many layers of the organization. Success in this project is contingent on the partners having a shared vision and examining the "big picture" of turnover at A B C & CO.

©University of Arkansas, 1995

Appendix A

The following document is the Partnership Agreement Between A B C & CO. and the University of Arkansas that allowed the University's research team to study turnover in A B C & CO.'s Northwest Arkansas plant.

©University of Arkansas, 1995

Partnership Agreement

Proposal for Personnel Turnover Analysis
for
A B C & CO.
Northwest Arkansas Plant

by

Dr. Tim Hatcher
Assistant Professor
Department of Vocational and Adult Education

November 15, 1994

©University of Arkansas, 1995

The Problem:
The University of Arkansas' Department of Vocational and Adult Education (VAED) proposes to perform an analysis of personnel turnover as a human resource development concern and recommend realistic and cost effective solutions for A B C & CO., Northwest Arkansas.

Analysis is required to study a problem, incorporating data and opinions from varied sources, in order to determine the primary cause or causes and make effective decisions or recommendations about what should happen next.

The Scope:
Analysis will consist of the following activities:

* Interviews with relevant incumbent staff, management, and workforce.

* Interviews with identifiable workers who have voluntarily left A B C & CO.

* Interviews with representatives of all applicable employment agencies.

* Conduct a survey (using a questionnaire) of the workforce in an effort to identify root cause of turnover.

* Review and analyze relevant employment and related data to identify processes and trends in human resource development activities which may have an impact on turnover.

Specifically, the analysis will focus on recruitment, selection, and orientation training processes within A B C & CO. Recruitment will focus on internal organizational and external environmental factors. Selection will focus on selection standards, applications, references, selection testing, interviewing, and employment eligibility. Orientation focuses on existing processes and programs and how new or prospective employees are socialized into the A B C & CO. family.

Solutions will be based on results of the analysis and will focus on solutions that may have the most significant impact on the stated problem and with the highest probability of success. Due to the variability of personnel-related research, VAED implies no guarantee nor makes any claim that recommendations will solve the stated problem. Recommendations are grounded in rational, realistic, experience-based applied and field-tested human resource development research methods.

©University of Arkansas, 1995

Project Team:

* Dr. Tim Hatcher, Assistant Professor, VAED. Project Principal Investigator
* Kit Barry-Brooks, Graduate Research Assistant VAED and HRD consultant. Project Co-investigator and Team Leader
* Paran Daman, Graduate Research Assistant VAED, Project Team Member
* Greg Fike, Graduate Student VAED, Alternative Project Team Member
* Sandy Kettle, Graduate Student VAED, Project Team Member
* Elaine Crutchfield, Graduate Research Assistant VAED, Project Team Member
* Brandi Holt, Graduate Research Assistant VAED, Project Team Member

Tentative Schedule:

Dates	Activities
November 23-27, 1994	Design analysis, prepare for interviews and initial probe.
November 28-December 21, 1994	Interviews, on-going
November 28-December 21, 1994	Review data, on-going
December 20-21, 1994	Survey questionnaire given
January, 4-6, 1995	Begin analysis
January 9-13, 1995	Finalize analysis results
January 16-17, 1995	Report initial findings
January 18-19, 1995	Revise findings into final report
January 20, 1995	Final report to A B C & CO.

Reciprocity Agreement:

VAED will secure informed consent from participants in accordance with University of Arkansas Guidelines for human subjects research. VAED will coordinate all communications with applicable A B C & CO. personnel through Project Team Leader and agree to abide by all A B C & CO.'s Safety and Health and other company regulations and guidelines. VAED agrees to abide by all production priorities, shift work requirements, and other constraints and will schedule interviews and surveys accordingly.

Upon acceptance of this proposal, A B C & CO. agrees to allow access to facilities, data, and personnel for research purposes. A B C & CO. further agrees to pursue a "formal" cooperative agreement between A B C & CO. and the University of Arkansas Department of Vocational and adult Education (VAED) for purposes of future research and development of cooperative approach to human resource development to benefit to A B C & CO., VAED, and the community. A B C & CO. agrees to allow publication of research finding with the understanding that use of the name A B C & CO. , proprietary information, or any combination thereof, is subject to approval by A B C & CO. , prior to submission to journal or other research publication.

_____ _____

Dr. Tim Hatcher A B C & CO.'s Plant Manager

©University of Arkansas, 1995

Appendix B

References

Appelbaum, E., Baily, T., Berg, P., & Kalleber, A. L. (1995). Supervisors and work restructuring in the apparel industry Washington, DC: Economic Policy Institute.

DeGroodt, D. and Huddleston, R. (1994). The jobs-skills mismatch question: an overview and assessment of important issues (Report No. 2). Little Rock, AR: The Arkansas Institute.

Arkansas Employment Security Department. (1994). Northwest arkansas wage and fringe benefits survey Little Rock, AR: Employment and Training Services Technical and Support Section.

Cooperative Extension Service. (1993). 1993 washington county profile Little Rock, AR: University of Arkansas and United States Dept. of Agriculture.

©University of Arkansas, 1995

Appendix C

Summary of Exit Questionnaire Responses

The following summarizes the Exit Questionnaires that employees may voluntarily respond to when terminating employment. These responses were included in the data analysis even though some were completed outside the period of time that the research team investigated.

©University of Arkansas, 1995

Summary of Exit Questionnaire Responses

(Numbers represent % of people who responded in such a manner.)

***Note:** Percentages totaling less than 100% are a result of respondents not answering every question.

Orientation

	Yes	No
Was orientation helpful?	87.6	12.4
Should there be more sessions?	50	50

Training

	Yes	No
Did you receive enough training?	66.7	33.3
Did you graduate 100%?	26.9	73.1

	Very Good	Good	Fair	Poor
How would you rate your instructor?	45.2	29	22.6	3.2

	More than Enough	Enough	About Right	Not Enough
Enough time to reach 100% efficiency?	9.7	41.9	25.8	22.6

The Job

	Yes	No
Were you suited for the job?	88	12
Was your last job the one you were hired on?	58.6	41.4
Did your job change?	50	50

	Very Easy	Easy	About Right	Difficult	Very Difficult
The quota was?	10.7	32.1	21.4	21.4	14.3

©University of Arkansas, 1995

Supervision and Management

	Very Well	Well	A Little	Not At All
I knew my supervisor?	12.5	25	53.1	9.4

	Very Interested	Interested	Sometimes Would Help	Little Help	Didn't Care
If had a problem my supervisor was?	22.6	19.4	29	16.1	12.9

	Very Interested	Some Interest	Indifferent	No Interest
Management's interest in me and other individual employees was?	34.5	37.9	17.2	10.3

Machine Repair

	Very Promptly	Soon	Sometimes Promptly	Eventually	Very Slowly
When my machine needed repair it was fixed?	24.1	37.9	10.3	10.3	17.2

Working Conditions

	Very Good	Good	Fair	Poor	Very Poor
Atmosphere and working conditions were?	23	30	33.3	6.7	6.7

	Ideal For Me	Good	OK	Not Good For Me
Hours worked were ?	35.5	48.4	9.7	6.4

Wage and Benefits

	Very High	High	Fair	Low
Pay potential after training was?	7.4	44.4	48.1	0

	Good	Fair	Low
Starting pay was?	77.4	19.4	3.2

	Very Good	Good	Fair	Poor
Fringe benefits were?	70	20	10	0

©University of Arkansas, 1995

Appendix D

Team Production Data
Summary by Plant

The following summary illustrates the different variables that were analyzed to determine if there was a significant difference between production and turnover in Plant One (1) and Plant Two (2).

©University of Arkansas, 1995

Team Production Data
Summary by Plant

	Turnover	Absentees	DHU	Efficiency	HR$	Production
Plant 1	52%	2.58	5.22	19.95%	-4.62	105.15%
Plant 2	49%	4.21	1.69	6.30%	6.89	94.03%

Turnover: The percent of former employees that worked in each plant.

Absentees: The average number of absent people per week.

DHU: The average DHU per plant.

Efficiency: The average efficiency per week.
efficiency = budgeted efficiency - actual efficiency

HR$: The average number of hours traded.
HR$ = hours sold - hours bought
(a negative number indicates more hours were bought than were sold)

Production: The average percent production per plant.

©University of Arkansas, 1995

Appendix E

Informed Consent Form

The following is the informed consent instrument that was developed by the team. This form was explained in detail to each potential interviewee. If consent was given, the interviewer retained the original and the interviewee was given a copy of the signed and dated form.

©University of Arkansas, 1995

INFORMED CONSENT

Title: A B C & CO. CASE STUDY: Influences of Job Satisfaction and Organizational Commitment on Employee Propensity to Leave

Investigators: Dr. Tim Hatcher, Assistant Professor
Department of Vocational and Adult Education
University of Arkansas
Fayetteville, AR 72701
(501) 575-4758

Kit Barry-Brooks, Sandy Kettle, Paran Daman, Brandi Holt, Terry Barclay, and Elaine Crutchfield - Graduate Students
Department of Vocational and Adult Education
University of Arkansas
Fayetteville, AR 72701

Description: As part of a team research project the investigators have been invited to work with A B C & Co., manufacturing plant, Fayetteville, AR to determine possible relations of job satisfaction and organizational commitment to their problem with employee propensity to leave. The research project will involve production data analysis, incumbent worker surveys and interviews, and analysis of exit interview data.

Risks and Benefits: The benefits include contribution to the available knowledge base concerning factors related to employee propensity to leave, and the knowledge and skills of the students participating in the project. The results. as requested by the said company, will assist their effort to analyze and understand employee propensity to leave in this environment.

Voluntary Participation: Your participation is completely voluntary. There will be no payments or credits for participating.

Confidentiality: Each participant will be assigned a code and the participating organization will be described in general terms and not by the company name when reporting the data for academic or research purposes. The data presented to the organization will maintain participant confidentiality.

Right to Withdraw: You are free to withdraw from this study at any time without penalty.

Informed Consent: I,_____, have read the description, including the purpose of the study, the procedures to be used, and my option to withdraw at any time. The researchers have explained the study and answered my questions. My signature below indicates that I believe I understand what is involved, and that I have received a copy of this agreement from the researchers.

_____ _____

Signature Date

©University of Arkansas, 1995

Appendix F

Interview Questionnaire

The following are the interview questionnaires that were developed by the research team. Separate questionnaires were developed for former employees, current employees, and management.

©University of Arkansas, 1995

Qualitative In-Depth Interview Questions
--DRAFT A--
ABC Company Project
(Incumbents - Operators or other workers)

General:

How long have you worked for ABC?
What is your job ? Line ?
Do you like working here ?
What do you like/dislike ? What is it ? Who is it ? How much "crap" would make you leave ?
How do you feel about coming to work here each day ?

The job:

How well do you like your primary, secondary job ? How long been doing each ?
How well does your (primary, secondary) job(s) meet your expectations ? Have they changed since you started here ?
Do you do the same operation all the time ? How do you feel about that ,would you like more variety? What kind ?
Do you know exactly what is required for you to do your job ?
Do you know how to meet your efficiencies ?
How do you feel about the amount of freedom you have in your job ?
What do you think about the working conditions-- environment ?
Are you under stress ? What kinds of stress are you under ? Is there too much stress in your job ?
How are you expected to act at ABC?
Do you understand the compensation system ? How fair do you think it is ?
Do you have a chance for promotion ? Would you want a promotion ?
Is your work meaningful to you ?
Do you get recognized for a job well done ? How ? Do you think the recognition system is fair ?
Do you believe people are treated fairly without regard to race or gender.
Are you proud to work here ?

Pre-entry behaviors

Why did you come to work here ?
Did this job meet the expectations that you had before you started here ?

Coworker/Socialization Issues

While at work how often do you get to speak with your co-workers ?
Are your co-workers friendly ? Are they helpful to you ? Do you trust them ?
Do you have many friends in the plant ?
Do you socialize with them outside the plant - after work, on weekends ?
Did you know very many ABC workers before you came to work here ?
What do people in the community think about ABC workers ?
What outside interests do you have i.e. church, kids sports, etc ?
To what extent do you participate in union activities ? Do you think they represent you well ?

©University of Arkansas, 1995

Training Issues

Did the orientation session you had when you first came to work help you ? In what way ?
What about your initial operations training ? What about training for your secondary job ?
Do you feel you need any more training to help you on your job ? What kind ?

Supervision/Management:

Who is your immediate boss ? Who is supervision, who is plant management? Who is ABC corporate management ?
How & how well does your boss communicate with you ? How do you feel about that ? What kinds of things does your boss communicate to you ?
Do you always know what your boss expects of you ?
Does he/she encourage you, support you ? Is he/she hard to please ? Fair ? Play favorites ?
Do you trust him or her ?
How & how well does plant management communicate with you ?
How do you feel about that ? What kinds of things do they communicate to you ?
How much do you know about ABC outside of this plant ?
How & how well does ABC Corporate management communicate with you ?
How do you feel about that ? What kinds of things do they communicate to you ?
Do you believe your boss/supervisor/plant management treats everybody fairly without regard to race or gender.

Propensity to leave:

Have you considered leaving....how often....why ?
What keeps you here ?
How many times have you actively looked for another job during the last three months ?
How would you feel about changing jobs ?
Do you think there are similar jobs that you could get ?
How easy would it be for you to get another job with the same pay ?
Do you worry about getting laid off or fired ?

Family Responsibilities:

What is your present marital status ?
How many dependent children do you have ? Who keeps children while you work ?
Are you the sole, main, or secondary income earner in your family ?
How would you describe your family life - your life outside of work ?
Where do you live, how long is commute, how do you get to work ?

Kinship Responsibilities:

How many of your (or your spouse) relatives work at ABC ? How long ?
How many of your (or your spouse) relatives live within 50 miles from where you live ?
How long have you lived in area ?

Closing question?

What do you think the future will bring to ABC and your job ?

©University of Arkansas, 1995

Qualitative In-Depth Interview Questions A B C Company Project
--DRAFT A--(Leavers)

General:

Why did you go to work for ABC ? How long did you work for ABC ? When there ?
What was your first job ? Line ? Your last job ? Line ?
Did you like working there ?
What did you like/dislike ? What is it ? Who is it ? What finally made you leave ?
How did you feel about going to work there each day ?

The job:

How well did you like your primary, secondary job ? How long did you do each ?
How well did your (primary, secondary) job(s) meet your expectations ? Did that change while you worked there ?
Did you do the same operation all the time ? How did you feel about that ,would you have liked more variety? What kind ?
Did you know exactly what was required for you to do your job ?
Did you know how to meet your efficiencies ?
How did you feel about the amount of freedom you had in your job ?
What did you think about the working conditions-- environment ?
Were you under stress ? What kind ? Was there too much stress in your job ?
How were you expected to act at ABC ?
Did you understand the compensation system ? How fair did you think it was ?
Did you have a chance for promotion ? Did you want a promotion ?
Was your work meaningful to you ?
Did you get recognized for a job well done ? How ? Did you think the recognition system was fair
Did you believe everybody was treated fairly without regard to race or gender.
Were you proud to work there ?

Pre-entry behaviors

Why did you go to work there ?
Did this job meet the expectations that you had before you started there ?

Coworker/Socialization Issues

While at work how often did you get to speak with your co-workers ?
Were your co-workers friendly ? Were they helpful to you ? Did you trust them ?
Did you have many friends in the plant ? Did you socialize with them outside the plant?
Did you know very many ABC workers before you went to work there ?
What did people in the community think about ABC workers ?
What outside interests did you have while you worked there i.e. church, kids sports, etc ?
To what extent did you participate in union activities ? Did you think they represented you well ?

Training Issues

Did the orientation session you had when you first went to work help you ? In what way ?
What about your initial operations training ? What about training for your secondary job ?
Did you feel you needed any more training to help you on your job ? What kind ?

©University of Arkansas, 1995

Supervision/Management:

Who was your immediate boss ? Who was supervision, who was plant management? Who was ABC corporate management ?
How & how well did your boss communicate with you ? How did you feel about that ? What kinds of things did your boss communicate to you ?
Did you always know what your boss expected of you ?
Did he/she encourage you, support you ? Was he/she hard to please ? Fair ? Play favorites ?
Did you trust him or her ?
How & how well did plant management communicate with you ? How did you feel about that ? What kinds of things did they communicate to you ?
How much did you know about ABC outside of this plant ?
How & how well did ABC Corporate management communicate with you ? How did you feel about that ? What kinds of things did they communicate to you ?
Do you believe your X boss/supervisor/plant management treated everybody fairly without regard to race or gender.

Propensity to leave:

Are you working now ? Did you take another job right after leaving ABC ? What kind of job was is ? Did you make less, same, or more money ?
Did you get fired, laid off, or quit ?
Did you talk to anyone before you left ABC ? Who ? About what ? Did anyone try to talk you out of leaving ? Who ?
Had you considered leaving before you did....how often....why ?
What kept you there as long as you stayed?
How many times did you actively look for another job during the last three months that you worked there ?
How did you feel about changing jobs ?
Did you think there were similar jobs that you could get ?
How easy did you think it would be and how easy was it for you to get another job ?
Did you worry about getting laid off or fired before you left ?

Family Responsibilities:

What was your marital status when you worked for ABC ?
How many dependent children did you have ? Who kept children while you worked ?
Were you the sole, main, or secondary income earner in your family ?
How would you describe your family life when you worked there - your life outside of work ?
Where did you live, how long was commute, how did you get to work ?

Kinship Responsibilities:

How many of your (or your spouse) relatives worked at ABC ? How long ? How many still work there ?
How many of your (or your spouse) relatives lived within 50 miles from where you lived ?
How long have/did you lived in area ?

Closing question?

Would you come back to work if offered a job ?

©University of Arkansas, 1995

Qualitative In-Depth Interview Questions
--DRAFT A--
ABC Company Project
(Management)

General:

How long have you worked for ABC?
What is your job ?
Do you like working here ?
What do you like/dislike ? What is it ? Who is it ? How much "crap" would make you leave ?
How do you feel about coming to work here each day ?

The job:

How well do you like your job ? How long been doing ?
How well does your job meet your expectations ? Have they changed since you started here ?
Do you do the same thing all the time ? How do you feel about that ,would you like more variety? What kind ?
Do you know exactly what is required for you to do your job ?
How do you feel about the amount of freedom you have in your job ?
What do you think about the working conditions-- environment ?
Are you under stress ? What kinds of stress are you under ? Is there too much stress in your job ?
How are you expected to act as ABC management ?
Do you understand the worker's compensation system ? How fair do you think it is ?
Do you have a chance for promotion ? Would you want a promotion ?
Is your work meaningful to you ?
Do you get recognized for a job well done ? How ? Do you think the recognition system is fair ?
Do you believe people are treated fairly without regard to race or gender.
Are you proud to work here ?

Pre-entry behaviors

Why did you come to work here ?
Did this job meet the expectations that you had before you started here ?

Coworker/Socialization Issues

While at work how often do you get to speak with your co-workers ?
Are your co-workers friendly ? Are they helpful to you ? Do you trust them ?
Do you have many friends in the plant ?
Do you socialize with them outside the plant - after work, on weekends ?
Did you know very many ABC workers before you came to work here ?
What do people in the community think about ABC workers ?
What outside interests do you have i.e. church, kids sports, etc ?
To what extent do you participate in union activities ? Do you think they represent the workforce well ?

©University of Arkansas, 1995

Training Issues

Did the orientation session you had when you first came to work help you ? In what way ?
What other training have you had since working here ?
Do you feel you need any more training to help you on your job ? What kind ?

Supervision/Management:

Who is your immediate boss ? Who is ABC corporate management ?
How & how well does your boss communicate with you ? How do you feel about that ? What kinds of things does your boss communicate to you ?
Do you always know what your boss expects of you ?
Does he/she encourage you, support you ? Is he/she hard to please ? Fair ? Play favorites ?
Do you trust him or her ?
How much do you know about ABC outside of this plant ?
How & how well does ABC Corporate management communicate with you ? How do you feel about that ? What kinds of things do they communicate to you ?
Do you believe your boss and all plant management treats everybody fairly without regard to race or gender. What about ABC corporate ?

Propensity to leave:

Have you considered leaving....how often....why ?
What keeps you here ?
How many times have you actively looked for another job during the last three months ?
How would you feel about changing jobs ?
Do you think there are similar jobs that you could get ?
How easy would it be for you to get another job with the same pay ?
Do you worry about getting laid off or fired ?

Family Responsibilities:

What is your present marital status ?
How many dependent children do you have ? Who keeps children while you work ?
Are you the sole, main, or secondary income earner in your family ?
How would you describe your family life - your life outside of work ?
Where do you live, how long is commute, how do you get to work ?

Kinship Responsibilities:

How many of your (or your spouse) relatives work at ABC ? How long ?
How many of your (or your spouse) relatives live within 50 miles from where you live ?
How long have you lived in area ?

Closing question?

What do you think the future will bring to ABC and your job ?

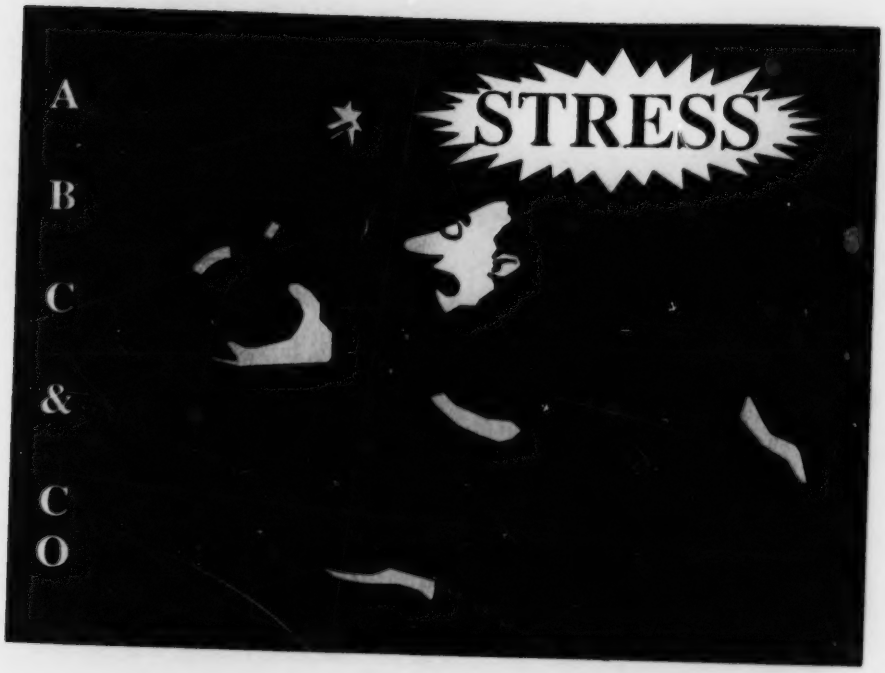
©University of Arkansas, 1995

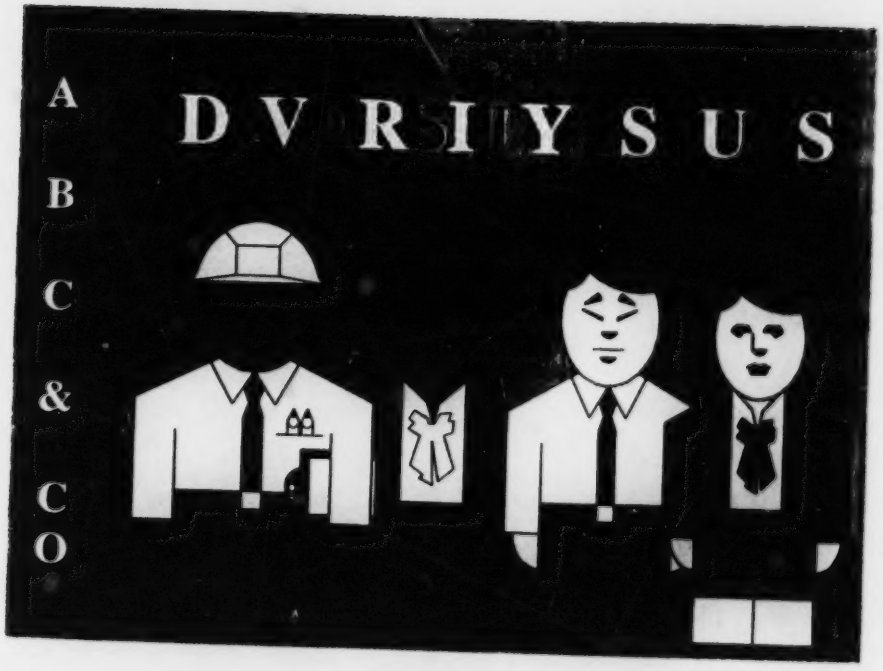
Appendix G

Examples of Color Presentation Slides

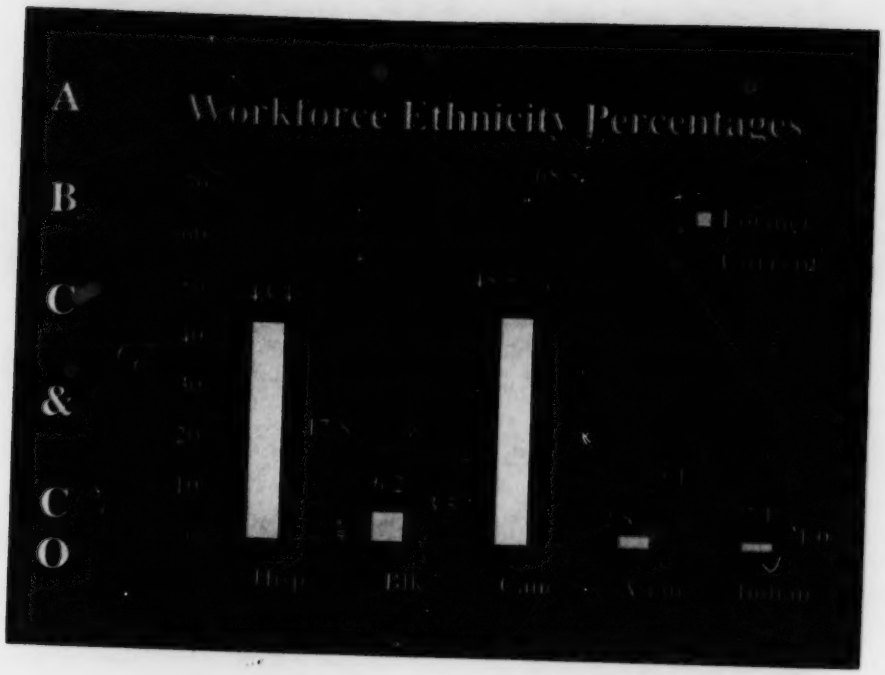
The following color slides illustrate the final report which was presented to A B C & CO's plant manager following the presentation.

©University of Arkansas, 1995



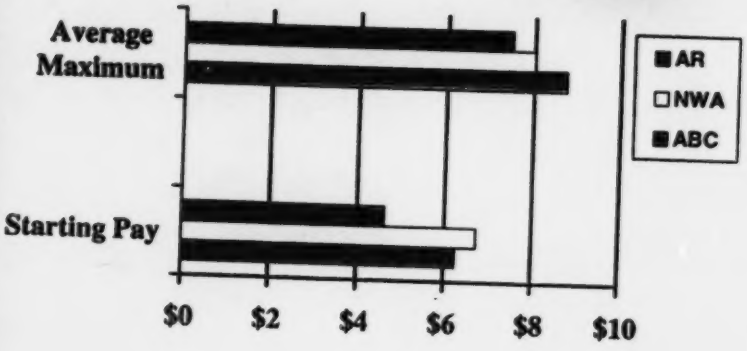


BEST COPY AVAILABLE



A B C & C O

HOURLY PAY



BEST COPY AVAILABLE

Appendix G

Formal Presentation to A B C & CO.

The following is the complete computer slide presentation that was presented to 40 employees of A B C & CO. on August 11, 1995. The handouts that were given to participants are also included. The presentation was given to two groups of 20. The group represented operators, union leaders, management, and mechanics from A B C & CO. The presentation required a team of four individuals each committing over 85 hours to complete the project.

© University of Arkansas, 1995

©University of Arkansas, 1995

TURNOVER

PRESENTATION

TO

ABC & COMPANY

Fayetteville, Arkansas

August 11, 1995

©University of Arkansas, 1995

A
B
C

&

C
O

Where did we begin?

A
B
C

&

C
O

Background Information

- In 1994, ABC and U. of A. formed a partnership.
- U. of A. graduate students wanted 'real world' research experience.
- ABC had a turnover issue.

©University of Arkansas, 1995

ABC & CO

The Presentation Team

Kit Brooks

Brandi Holt

Sandy Kettle

Elaine Crutchfield

Dr. Tim Hatcher

ABC & CO

Where did we get our information ?

©University of Arkansas, 1995

ABC & CO

Confidential Information

1 Written reports from ABC's files

2 Interviewed ABC's employees

ABC & CO

CATEGORIES OF INFORMATION

©University of Arkansas, 1995

A
B
C

&

C
O

- Gender
- Ethnicity
- Plant
- Line
- Operation
- Tenure
- Orientation
- Training
- Management
- Supervision
- Pay
- Fringe Benefits
- NW AR Employment Statistics
- Other Industries

A
B
C

&

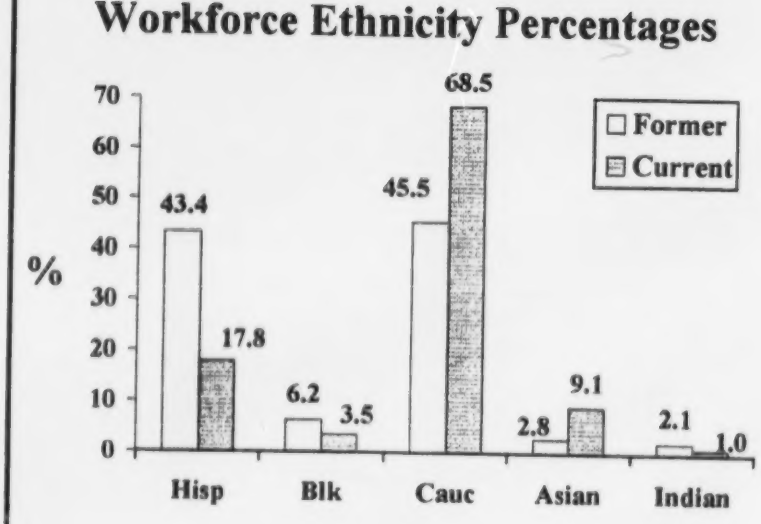
C
O

ABC'S INFO from 7/94 - 1/95

- Weekly team production reports
- Reports describing current workforce
- Reports describing former employees
- Exit questionnaires

©University of Arkansas, 1995

A B C & C O



A B C & C O

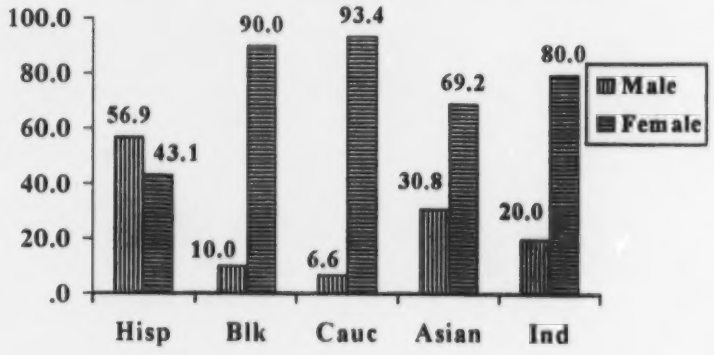
Profile of Turnover

- Former employees are typically:
  - Caucasian or Hispanic

©University of Arkansas, 1995

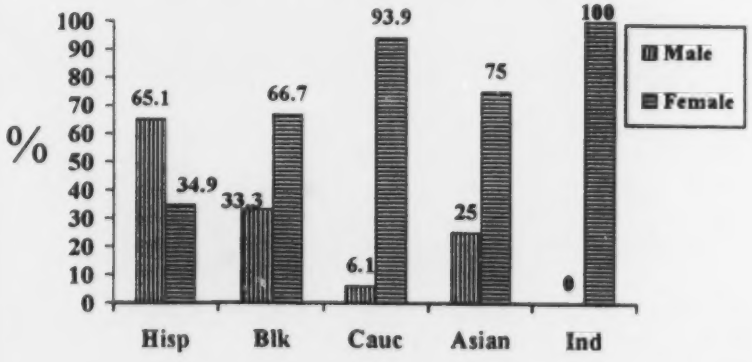
ABC & CO

Current Employees
Ethnic/Gender Percentages



ABC & CO

Former Employees
Ethnic/Gender Percentages



©University of Arkansas, 1995

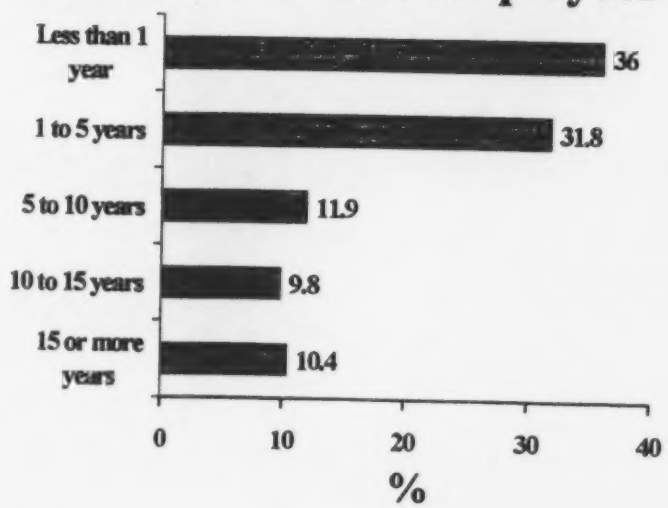
A B C & C O

Profile of Turnover

- **Former employees are typically:**
  - **Caucasian females or Hispanic males**

A B C & C O

Tenure of Current Employees



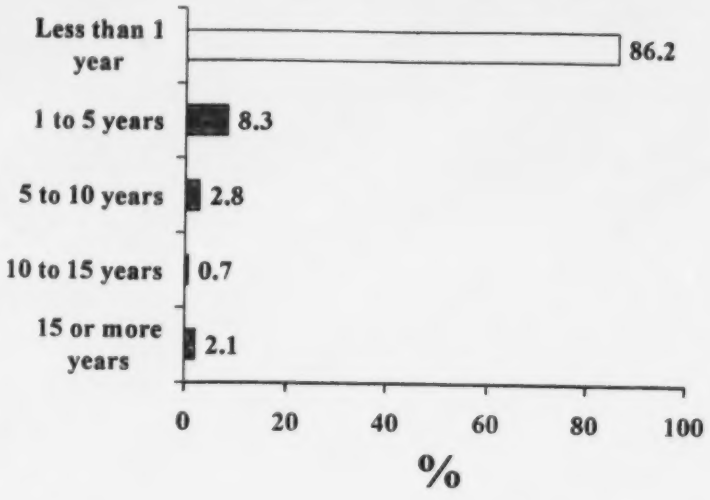
©University of Arkansas, 1995

A
B
C

&

C
O

Tenure of Former Employees



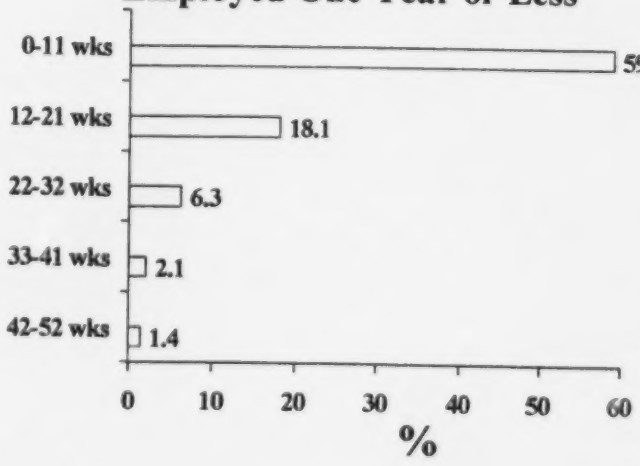
A
B
C

&

C
O

Tenure of Former Employees

Employed One Year or Less



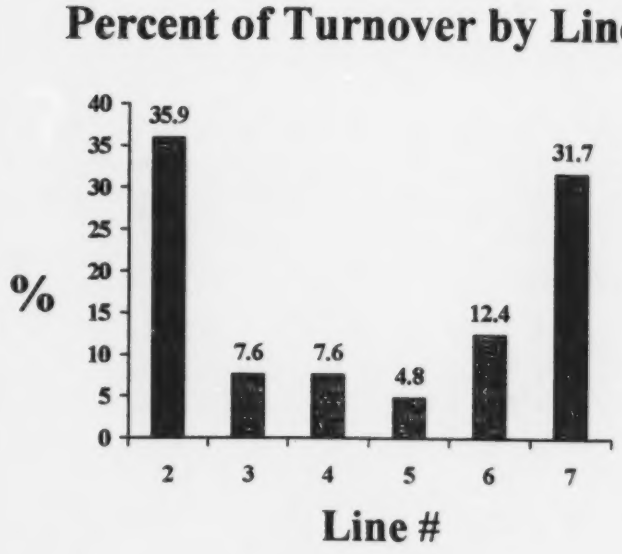
©University of Arkansas, 1995

A B C & C O

Profile of Turnover

- Turnover typically occurred during the first 21 weeks after hiring

A B C & C O



©University of Arkansas, 1995

A B C & C O

Profile of Turnover

- Turnover typically occurred in Lines 2 or 7
- Line 5 had the smallest % turnover

A B C & C O

Profiles of Line Turnover

- Lines 2 & 7 Accounted for 67.6% of total turnover
- Lines 2 & 7 Had the highest percent Hispanics and lowest percent Caucasians
- Line 5 Had lowest percent of turnover with highest percent Asians

©University of Arkansas, 1995

A B C & C O

Summary of Turnover Data

- → Turnover occurred most in Lines 2 and 7
- → Former employees were typically:
  - → Caucasian females or Hispanic males
- → Turnover typically occurred during the first 21 weeks after hiring

A B C & C O

AVERAGE TURNOVER

During the 7-MONTH PERIOD:

OUT OF 286 EMPLOYEES
145 EMPLOYEES LEFT

©University of Arkansas, 1995

ABC & CO

What does this mean to ABC?

ABC & CO

20 PEOPLE
leave per month

20 NEW PEOPLE
must be trained

©University of Arkansas, 1995

A B C & C O

WHICH MEANS
Turnover =
7% month
OR
84% Per Year

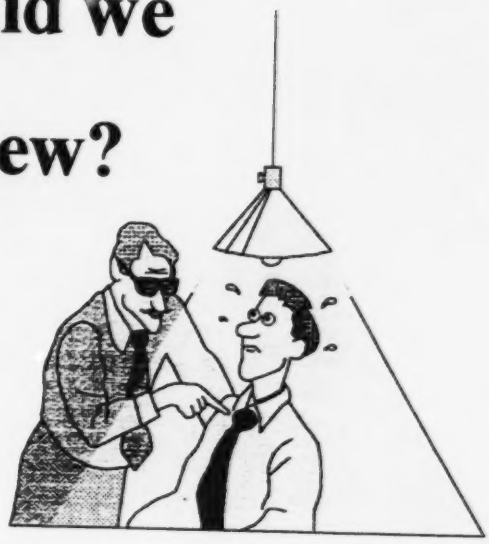
A B C & C O

THE NEXT STEP.....

©University of Arkansas, 1995

ABC & CO

Who did we interview?



ABC & CO

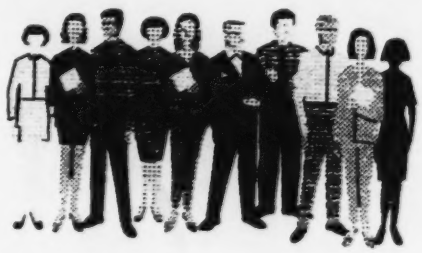
WE INTERVIEWED:

- Management
- Supervisors
- Support Staff
- Production Staff
- Former Employees

©University of Arkansas, 1995

ABC & CO

HOW MANY PEOPLE WERE INTERVIEWED?



16

ABC & CO

What did they tell us?

©University of Arkansas, 1995

ABC & CO

Common Themes

- Benefits
- Hourly Pay
- Training
- Stress
- Morale
- Diversity
- Management & Supervision
- Communication
- Work Environment
- Production Issues

ABC & CO

BENEFITS

- Medical Insurance
- Dental Coverage
- Disability Benefits
- Life Insurance
- Holiday Pay
- Profit Sharing Plan

©University of Arkansas, 1995

ABC & CO

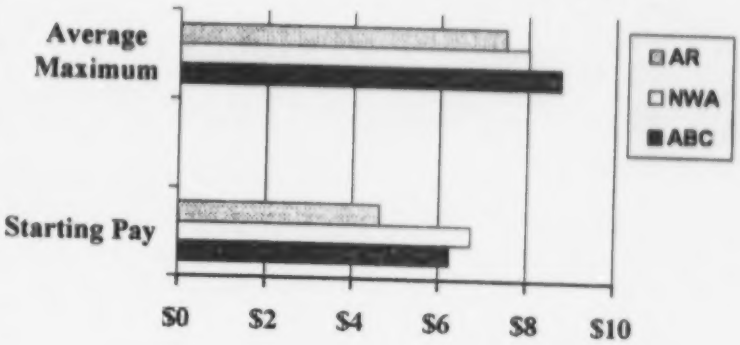
BENEFITS

"If you want long-term benefits, then this place is a lot better than any I can think of."

"ABC is real good .. as a company. ABC is real good to their employees benefit wise."

ABC & CO

HOURLY PAY



©University of Arkansas, 1995

A
B
C

&

C
O

HOURLY PAY

- Money was better with individual incentives.
- "The money is good."
- "I can run 110% and make $8.50 hr."

A
B
C

&

C
O

HOURLY PAY

- Former employees rated the starting pay as good, and the overall pay potential as high.

©University of Arkansas, 1995

A B C & C O

A B C & C O

STRESS

"If you work here, you had better be tough."

"These jobs are real hard to learn."

©University of Arkansas, 1995

A
B
C

&

C
O

"I had to quit my job because of the stress. My health was failing."

A
B
C

&

C
O

"All you hear about is how the place is going to shut down."

©University of Arkansas, 1995

A
B
C

&

C
O

M O R A L E

"It gets where it's kinda dog eat dog."

A
B
C

&

C
O

M O R A L E

"I don't trust any of my co-workers."

"[Plant Manager] is negative. He just wants final results."

©University of Arkansas, 1995

A
B
C

&

C
O

MORALE

"The whole plant is negative."

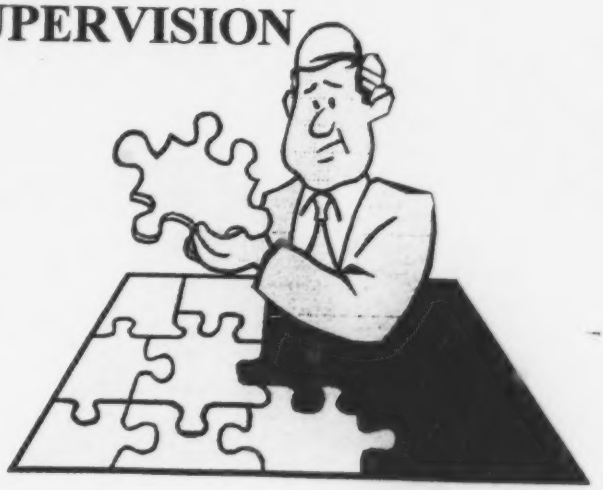
"ABC is the most negative place I have ever worked."

A
B
C

&

C
O

MANAGEMENT & SUPERVISION



©University of Arkansas, 1995

A B C & C O

WHAT DO EMPLOYEES SAY ABOUT MANAGEMENT ?

A B C & C O

"There needs to be a clean sweep -- we need new people and new ideas."

©University of Arkansas, 1995

ABC & CO

"I don't know who the plant manager is."

"Management definitely does not have the best interest of workers at heart."

ABC & CO

"You know that if you have a problem [he] will take the time to listen."

"[Plant Manager] is on the floor a lot."

"I respect the way [Plant Manager] worked his way up."

©University of Arkansas, 1995

A
B
C

&

C
O

WHAT DOES MANAGEMENT SAY ABOUT MANAGEMENT ?

A
B
C

&

C
O

"I am given an equal amount of responsibility and authority."

"We are given a lot of freedom."

"People are allowed to be risk-takers."

©University of Arkansas, 1995

"They take no responsibility when people fail - they just label them losers and blame them."

"They need to identify real problems & real issues ."

"Managers don't have the training to know how to manage effectively."

©University of Arkansas, 1995

ABC & CO

"People are not developed to be managers."

"They need to be proactive instead of reactive."

"Most managers are from within - needs to be new blood."

ABC & CO

COMMUNICATION

©University of Arkansas, 1995

A
B
C

&

C
O

COMMUNICATION

"I really believe that communication is 90% of our problem."

A
B
C

&

C
O

FROM MGMT. TO MGMT.

"If you are a coordinator or trainer expect to get your butt chewed every day."

"I really don't trust any of my co-workers."

©University of Arkansas, 1995

FROM CORPORATE TO ABC

"I get mixed feelings from corporate."

"It's good. We get daily updates of company decisions."

FROM MGMT. TO WORKERS

"I am tired of being threatened with the plant closing. That's all we hear."

"I hated the negative announcements over the PA."

©University of Arkansas, 1995

ABC & CO

TRAINING

ABC & CO

TRAINING

"The trainers don't know what they are doing."

"Some of them are trainers because they speak Spanish."

©University of Arkansas, 1995

A
B
C

&

C
O

TRAINING

" Five minutes was all my trainer spent with me the first day."

" If the trainer doesn't show up, the new girls just sit there."

A
B
C

&

C
O

TRAINING

"[Trainer] can't even sit at my machine and sew."

©University of Arkansas, 1995

A B C & C O

WORKING ENVIRONMENT

A B C & C O

ABC'S ENVIRONMENT

"The job itself is a scare, because the machines are so big, and they are so fast."

"There are a lot of people that work here, and a lot of them just kinda look at you."

©University of Arkansas, 1995

A B C & C O

ABC'S ENVIRONMENT

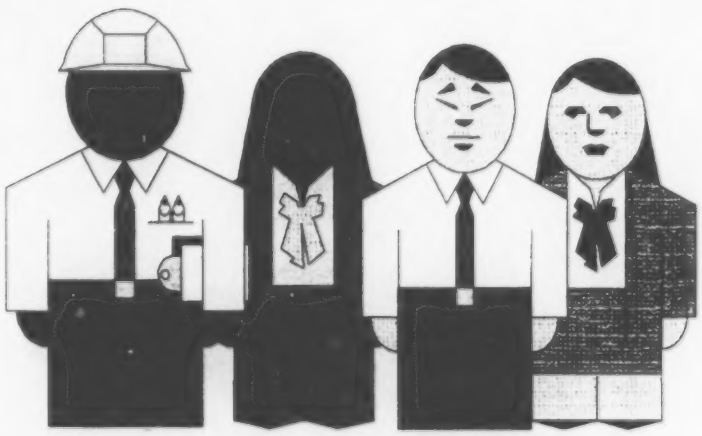
"I don't have any real friends here."

"We have a different little clique, right there together."

"I heard it was better in the old days."

A B C & C O

DIVERSITY ISSUES



©University of Arkansas, 1995

A
B
C

&

C
O

DIVERSITY ISSUES

What workers said:

"No one bid on that job because they didn't want to train Mexicans."

A
B
C

&

C
O

DIVERSITY ISSUES

What workers said:

"They were given those jobs because they were Mexican, and spoke Spanish."

"They need a translator over there, which is a nuisance."

©University of Arkansas, 1995

ABC & CO

DIVERSITY ISSUES

What management said:

I wish I had a whole plant of Indian workers.

The young workers don't want to work hard.

ABC & CO

Factors Affecting Production

©University of Arkansas, 1995

ABC & CO

PRODUCTION BARRIERS

Too Much Overtime

No Work

Machine Repair

Physical Demands

ABC & CO

SUMMARY

©University of Arkansas, 1995

A B C & C O

Now, you know:

Who

When

WHY

and Where

of Turnover

A B C & C O

POSSIBLE IMPLICATIONS?

©University of Arkansas, 1995

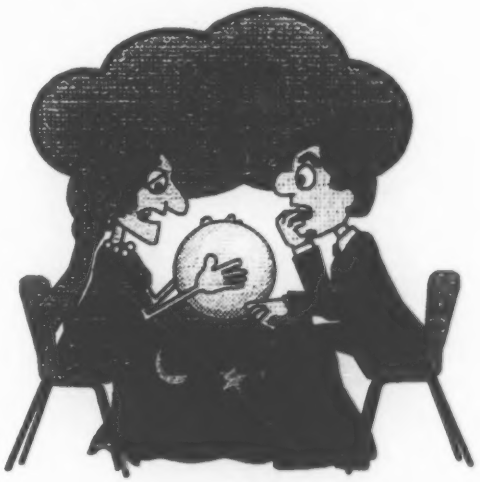
ABC & CO

POSSIBLE IMPLICATIONS

- Communication
- Management
- Supervision
- First 21 Weeks
  - Supervision
  - Training
  - Socialization
  - Employee Recruitment

ABC & CO

WHAT'S NEXT???



©University of Arkansas, 1995

A B C & C O

APPRECIATION & ACKNOWLEDGMENTS

Plant Manager

Asst. HR Manager

HR Manager

Office Manager Interviewees

Dr. Tim Hatcher

A B C & C O

The Research Group

Kit Brooks

Brandi Holt

Sandy Kettle

Elaine Crutchfield

Paran Daman

TERRY BARCLAY

Dr. Tim Hatcher

©University of Arkansas, 1995

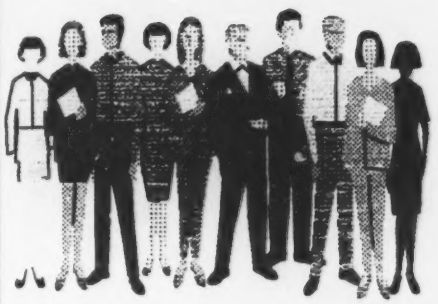
Appendix I

Presentation Handouts

The following are handouts that were distributed to those who attended the formal presentation at A B C & CO.

© University of Arkansas, 1995

ABC & CO



ABC & CO

ABC & CO

TURNOVER

ABC & CO

PRESENTATION

TO

ABC & COMPANY

Fayetteville, Arkansas

August 11, 1995

ABC & CO

Where did we begin?

ABC & CO

Background Information

- **In 1994, ABC and U. of A. formed a partnership.**
- **U. of A. graduate students wanted 'real world' research experience.**
- **ABC had a turnover issue.**

©University of Arkansas, 1995

ABC & CO

The Presentation Team

Kit Brooks

Brandi Holt

Sandy Kettle

Elaine Crutchfield

Dr. Tim Hatcher

ABC & CO

Where did we get our information ?

ABC & CO

Confidential Information

1 Written reports from ABC's files

2 Interviewed ABC's employees

ABC & CO

CATEGORIES OF INFORMATION

ABC & CO

- Gender
- Ethnicity
- Plant
- Line
- Operation
- Tenure
- Orientation
- Training
- Management
- Supervision
- Pay
- Fringe Benefits
- NW AR Employment Statistics
- Other Industries

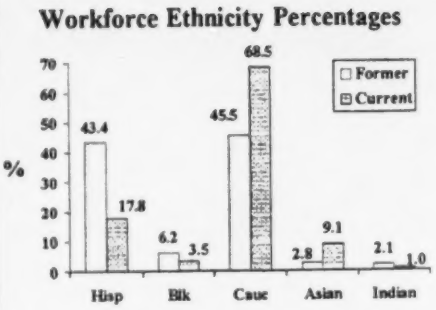
ABC & CO

ABC'S INFO from 7/94 - 1/95

- Weekly team production reports
- Reports describing current workforce
- Reports describing former employees
- Exit questionnaires

©University of Arkansas, 1995

ABC & CO

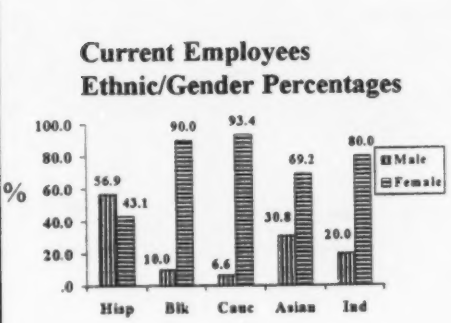


ABC & CO

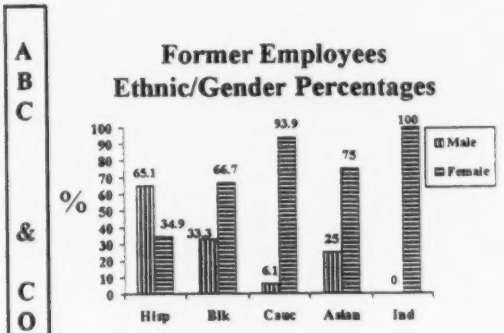
Profile of Turnover

- Former employees are typically:
  - Caucasian or Hispanic

ABC & CO



ABC & CO

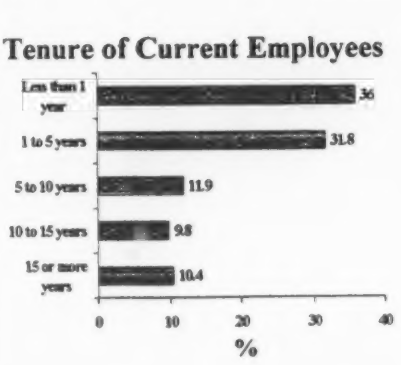


ABC & CO

Profile of Turnover

- Former employees are typically:
  - Caucasian females or Hispanic males

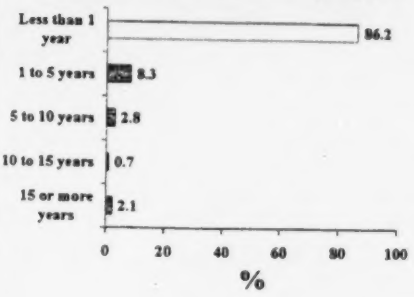
ABC & CO



©University of Arkansas, 1995

A B C & C O

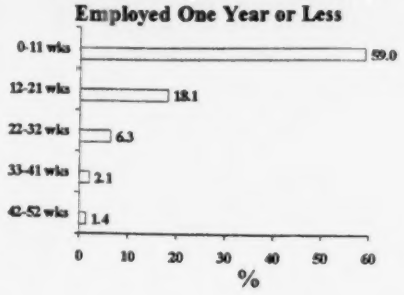
Tenure of Former Employees



A B C & C O

Tenure of Former Employees

Employed One Year or Less



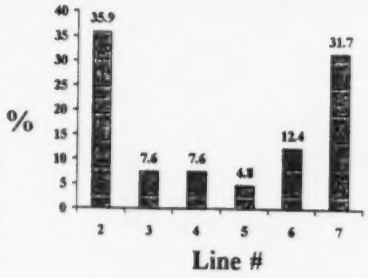
A B C & C O

Profile of Turnover

- Turnover typically occurred during the first 21 weeks after hiring

A B C & C O

Percent of Turnover by Line



A B C & C O

Profile of Turnover

- Turnover typically occurred in Lines 2 or 7
- Line 5 had the smallest % turnover

A B C & C O

Profiles of Line Turnover

- Lines 2 & 7 Accounted for 67.6% of total turnover
- Lines 2 & 7 Had the highest percent Hispanics and lowest percent Caucasians
- Line 5 Had lowest percent of turnover with highest percent Asians

©University of Arkansas, 1995

ABC & CO

Summary of Turnover Data

- → Turnover occurred most in Lines 2 and 7
- → Former employees were typically:
  - → Caucasian females or Hispanic males
- → Turnover typically occurred during the first 21 weeks after hiring

ABC & CO

AVERAGE TURNOVER

During the
7-MONTH PERIOD:

OUT OF 286 EMPLOYEES
145 EMPLOYEES LEFT

ABC & CO

What does this mean to ABC?

ABC & CO

20 PEOPLE
leave per month

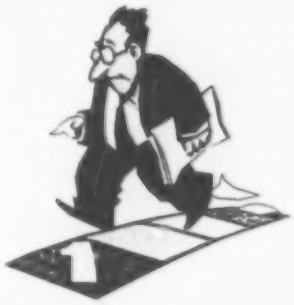
20 NEW PEOPLE
must be trained

ABC & CO

WHICH MEANS
Turnover =
7% month
OR
84% Per Year

ABC & CO

THE NEXT STEP.....



©University of Arkansas, 1995

ABC & CO

Who did we interview?

ABC & CO

WE INTERVIEWED:

- Management
  - Supervisors
- Support Staff
  - Production Staff
- Former Employees

ABC & CO

HOW MANY PEOPLE WERE INTERVIEWED?

16

ABC & CO

What did they tell us?

ABC & CO

Common Themes

- Benefits
- Hourly Pay
- Training
- Stress
- Morale
- Diversity
- Management & Supervision
- Communication
- Work Environment
- Production Issues

ABC & CO

BENEFITS

- Medical Insurance
- Dental Coverage
- Disability Benefits
- Life Insurance
- Holiday Pay
- Profit Sharing Plan

©University of Arkansas, 1995

ABC & CO

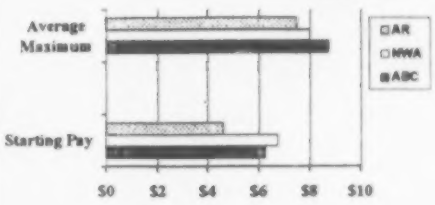
BENEFITS

"If you want long-term benefits, then this place is a lot better than any I can think of."

"ABC is real good .. as a company. ABC is real good to their employees benefit wise."

ABC & CO

HOURLY PAY



ABC & CO

HOURLY PAY

- Money was better with individual incentives.
- "The money is good."
- "I can run 110% and make $8.50 hr."

ABC & CO

HOURLY PAY

- Former employees rated the starting pay as good, and the overall pay potential as high.

ABC & CO

ABC & CO

"If you work here, you had better be tough."

"These jobs are real hard to learn."

©University of Arkansas, 1995

A B C & C O

STRESS

"I had to quit my job because of the stress. My health was failing."

A B C & C O

STRESS

"All you hear about is how the place is going to shut down."

A B C & C O

MORALE

"It gets where it's kinda dog eat dog."

A B C & C O

MORALE

"I don't trust any of my co-workers."

"[Plant Manager] is negative. He just wants final results."

A B C & C O

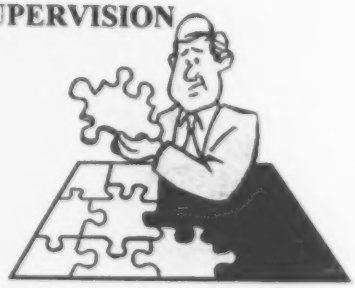
MORALE

"The whole plant is negative."

"ABC is the most negative place I have ever worked."

A B C & C O

MANAGEMENT & SUPERVISION



©University of Arkansas, 1995

WHAT DO EMPLOYEES SAY ABOUT MANAGEMENT ?

"There needs to be a clean sweep -- we need new people and new ideas."

"I don't know who the plant manager is."

"Management definitely does not have the best interest of workers at heart."

"You know that if you have a problem [he] will take the time to listen."

"[Plant Manager] is on the floor a lot."

"I respect the way [Plant Manager] worked his way up."

WHAT DOES MANAGEMENT SAY ABOUT MANAGEMENT ?

"I am given an equal amount of responsibility and authority."

"We are given a lot of freedom."

"People are allowed to be risk-takers."

©University of Arkansas, 1995

A B C & C O

"They take no responsibility when people fail - they just label them losers and blame them."

A B C & C O

"They need to identify real problems & real issues ."

"Managers don't have the training to know how to manage effectively."

A B C & C O

"People are not developed to be managers."

"They need to be proactive instead of reactive."

"Most managers are from within - needs to be new blood."

A B C & C O

COMMUNICATION

A B C & C O

COMMUNICATION

"I really believe that communication is 90% of our problem."

A B C & C O

FROM MGMT. TO MGMT.

"If you are a coordinator or trainer expect to get your butt chewed every day."

"I really don't trust any of my co-workers."

©University of Arkansas, 1995

ABC & CO

FROM CORPORATE TO ABC

"I get mixed feelings from corporate."

"It's good. We get daily updates of company decisions."

ABC & CO

FROM MGMT. TO WORKERS

"I am tired of being threatened with the plant closing. That's all we hear."

"I hated the negative announcements over the PA."

ABC & CO

ABC & CO

TRAINING

"The trainers don't know what they are doing."

"Some of them are trainers because they speak Spanish."

ABC & CO

TRAINING

" Five minutes was all my trainer spent with me the first day."

" If the trainer doesn't show up, the new girls just sit there."

ABC & CO

TRAINING

"[Trainer] can't even sit at my machine and sew."

©University of Arkansas, 1995

ABC & CO

WORKING ENVIRONMENT

ABC & CO

ABC'S ENVIRONMENT

"The job itself is a scare, because the machines are so big, and they are so fast."

"There are a lot of people that work here, and a lot of them just kinda look at you."

ABC & CO

ABC'S ENVIRONMENT

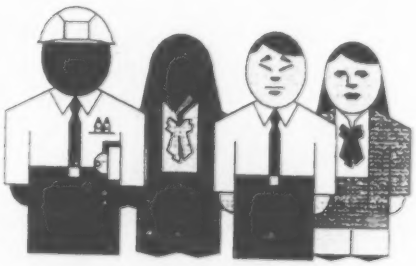
"I don't have any real friends here."

"We have a different little clique, right there together."

"I heard it was better in the old days."

ABC & CO

DIVERSITY ISSUES



ABC & CO

DIVERSITY ISSUES

What workers said:

"No one bid on that job because they didn't want to train Mexicans."

ABC & CO

DIVERSITY ISSUES

What workers said:

"They were given those jobs because they were Mexican, and spoke Spanish."

"They need a translator over there, which is a nuisance."

©University of Arkansas, 1995

ABC & CO

DIVERSITY ISSUES

What management said:

I wish I had a whole plant of Indian workers.

The young workers don't want to work hard.

ABC & CO

Factors Affecting Production

ABC & CO

PRODUCTION BARRIERS

Too Much Overtime

No Work

Machine Repair

Physical Demands

ABC & CO

SUMMARY

ABC & CO

Now, you know:

Who

When

WHY

and Where

of Turnover

ABC & CO

POSSIBLE IMPLICATIONS?

©University of Arkansas, 1995

A B C & C O

POSSIBLE IMPLICATIONS

- Communication
- Management
- Supervision
- First 21 Weeks
  - Supervision
  - Training
  - Socialization
  - Employee Recruitment

A B C & C O

WHAT'S NEXT???

A B C & C O

APPRECIATION & ACKNOWLEDGMENTS

Plant Manager

Asst. HR Manager

HR Manager

Office Manager

Interviewees

Dr. Tim Hatcher

A B C & C O

The Research Group

Kit Brooks

Brandi Holt

Sandy Kettle

Elaine Crutchfield

Paran Daman

TERRY BARCLAY

Dr. Tim Hatcher

©University of Arkansas, 1995

Appendix J

Presentation Evaluation

The following is the evaluation instrument that was provided for those who attended the presentation. The forms were filled out following the presentation and were summarized by the research team.

© University of Arkansas, 1995

Presentation Evaluation

We want to invite you to share your opinions about the presentation you have just attended. Please take a few minutes to respond to each of the questions below. We would ask that you do not put your name on the form so that they will remain anonymous. Your opinions are important and we thank you for helping us. ☺

- Was your attendance here today... ☐ Voluntary ☐ Mandatory
- Could you see the presentation clearly? ☐ Yes ☐ No
- Could you hear the presentation clearly? ☐ Yes ☐ No
- Was the information presented in an easily understandable way? ☐ Yes ☐ No
- Briefly tell us what you thought about the presentation and your feelings about it.

- Did you have any expectations of the presentation before it began? ☐ Yes ☐ No
  If so, please share these expectations with us.

  Did the presentation meet you expectations? ☐ Yes ☐ No

- Please tell us in what way, if any, that the presentation might be relevant to your job here at ABC & CO.

- What three things did you learn here today that are most important to you?

- Why did you choose these three things?

- How can you use these three things?

©University of Arkansas, 1995